

Advancing the Team Member Experience



Spotlight on Listening

Listening is the foundation of a respectful, inclusive, innovative and engaged culture. To truly empower and unlock the incredible potential of our team members, we must hear and understand their concerns, ideas and opinions. This guide contains tips and tactics from across the organization to inspire and guide you in creating an “always listening” experience with your team.

Engagement Champions Listening Showcase

South Shore University Hospital

Team members support the change they help create, and feel great pride when their contributions and accomplishments are celebrated. The 150 members of **South Shore United (SSU)** serve as **engagement champions**, help **foster an inclusive environment**, and **ensure team members are heard and involved in shaping their experience**. This group has managed and/or promoted events such as the Engagement Survey and staff recognition weeks.

“SSU gives me the chance to be **part of a team that encourages inclusivity and empowerment**. I love that I am able to freely **exchange my ideas** with a cross functional team and **make tangible change** to the hospital as a whole.”

—Alicia Golyski, Associate, Hospital Ops

To **celebrate the collective accomplishments** of the South Shore team, a **“Gallery Walk” event** was hosted **featuring success stories** from teams across the hospital. This event creates an environment in which team members are empowered through information and encouraged to share feedback openly and honestly to help shape the future of the hospital.



*We recognize that team members are gathered for photos; please refer to our Northwell Health [PPE Policy](#) for infection prevention guidelines.

Passport to Understanding

D.U.E. North (Driving the Ultimate Experience North)
Radiation Oncology service line

As the Radiation Oncology service line experienced rapid growth, team members began to feel siloed and disconnected from one another, which led to difficulties with effective collaboration.

D.U.E. North (Driving the Ultimate Experience North) was created to **enable team members to get to know each other** and understand each others' roles and daily activities while **building trust, collaboration, and respect**. Everyone is issued a “passport” that is filled with stamps after attending a 10-15 minute presentation from each of the ten teams in the department. Presentations include **key highlights and takeaways to facilitate greater departmental understanding**.

“Since the program launched, every Radiation Oncology team member has filled their passport with all ten stamps. New hires participate in the program also. We achieved the highest employee engagement score, at the 99th percentile, with physician engagement at the 96th. **With each team member as a participant and an educator, the program has served as opportunity to build relationships and develop new ways to work together.**” — Dr. Louis Potters, Physician-in-Chief, Radiation Medicine

Team Led Communication and Events

ORZAC Center for Rehabilitation

ORZAC leadership has **empowered team members to lead initiatives based on needs of their colleagues**. The **Employee Activities Committee (EAC)** is responsible for engagement events, employee of the month/other recognition, and creating their team member newsletter. Whether it's welcoming new team members to ORZAC, planning and championing events, or creating team member spotlights and celebrating milestones, it's all driven by team members with the support of HR and leadership.

“**This is their engagement, their experience, and their facility. We aren't just listening, we are empowering them to lead communications and events. The ownership component here is what I am most proud of.**” —Jose Rivera, HRBP

Success stories *and inspiration...*



Polling the team

We are open 24/7 and have a massive footprint, so having a full team discussion might be near impossible for many teams. However, every person's vote and opinion counts. As long as it is free from PHI or other sensitive information, survey monkey or poll everywhere can be great tools for allowing every team member to vote on decisions. Every voice matters. ❤️



Proactive rounding on staff

This has been a nationally recognized leadership best practice for decades. Set aside regular time on your calendar to round on your team members and ask them questions. Stop and attentively listen. Some questions you can ask are: "What is going well today?", "Do you have what you need to do your job well today?" "Is there anyone you'd like me to recognize?" "Is there anything I can do for you?" Stop and attentively listen.



Engagement survey results

Our annual survey contains rich data across a variety of demographics. Reading through team member comments is essential to understanding ratings. Your results should leave you with more questions for your team. Connect with your HR team for guidance on holding focus group sessions or listening tours to gain greater insight into your results.



Leverage your ambassadors or create champions

For some team members, sharing their thoughts, ideas or opinions directly with management might be difficult. To help facilitate an open dialogue as you work to establish trust, ask if a team member would like to serve an "engagement champion." This individual can help collect ideas and sentiments from their colleagues and share it openly with leaders while preserving confidentiality. These individuals can become incredible thought partners and key advisors to you as a leader.








Utilize your team member council (or start one!)

There are many successful team member run councils throughout Northwell. Some serve as advisory councils, recognition councils, or decision councils. An example is the Collaborative Care Council infrastructure - typically an interdisciplinary group that helps to drive key decisions in the way a unit or department runs, collaborates or does their work. Empower these teams to listen to the workforce and provide feedback to leaders about how to move forward.



Nothing beats the 1:1

One on one time is truly the goal standard in listening. We work across shifts and locations, so that might not always be feasible. However, 2020 has challenged us to redefine the ways we connect. Leverage technology where you can to reach as many members of your team as possible. Regardless of how you connect, here are some basic guidelines for making the most of your interactions.

-  **1 Give undivided attention**
-  **2 Listen first, don't interrupt**
-  **3 Ask open-ended questions**
-  **4 Repeat and paraphrase**
-  **5 Always ask "what else?"**

For additional information about any of the programs spotlighted, please email the Experience Strategy team at empexperience@northwell.edu.